

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh keterlibatan kerja dan efikasi diri terhadap kinerja pegawai Dinas Perhubungan Kabupaten Jember, baik secara langsung maupun melalui peran *Organizational Citizenship Behavior* (OCB) sebagai variabel intervening. Metode penelitian yang digunakan adalah kuantitatif dengan pendekatan survei terhadap pegawai. Hasil penelitian menunjukkan bahwa keterlibatan kerja dan efikasi diri berpengaruh positif dan signifikan terhadap kinerja pegawai. Selain itu, kedua variabel tersebut juga berpengaruh positif dan signifikan terhadap OCB yang selanjutnya dapat meningkatkan kinerja pegawai. OCB terbukti menjadi variabel intervening yang memperkuat hubungan antara keterlibatan kerja dan efikasi diri terhadap kinerja pegawai. Temuan ini menegaskan bahwa OCB berfungsi sebagai variabel intervening yang memperkuat hubungan antara keterlibatan kerja dan efikasi diri terhadap kinerja. Secara praktis, hasil penelitian ini memberikan implikasi penting bagi manajemen sumber daya manusia di lingkungan Dinas Perhubungan Kabupaten Jember, bahwa upaya peningkatan kinerja pegawai perlu difokuskan pada strategi yang mendorong tingginya keterlibatan kerja, kepercayaan diri dalam melaksanakan tugas (*self-efficacy*), serta pengembangan perilaku kewargaan organisasi. Dengan demikian, peningkatan motivasi dan partisipasi aktif pegawai dapat mendukung terciptanya pelayanan publik yang lebih efektif, profesional, dan berorientasi pada kinerja optimal.

Kata Kunci: keterlibatan kerja, efikasi diri, *Organizational Citizenship Behavior* (OCB), kinerja pegawai, Dinas Perhubungan

ABSTRAK

This study aims to analyze the influence of work engagement and self-efficacy on employee performance at the Department of Transportation of Jember Regency, both directly and through the role of Organizational Citizenship Behavior (OCB) as an intervening variable. The research was motivated by the importance of improving the performance of civil servants in providing effective and high-quality public services, where psychological factors such as work engagement and self-efficacy play a crucial role in shaping positive work behaviors. This research employed a quantitative approach using a survey method to collect data from employees of the Department of Transportation of Jember Regency. The collected data were then analyzed using path analysis with the assistance of statistical software. The results revealed that work engagement and self-efficacy have a positive and significant effect on employee performance. In addition, both variables also positively and significantly influence OCB, which in turn enhances employee performance. The findings confirm that OCB functions as an intervening variable that strengthens the relationship between work engagement and self-efficacy with performance. Practically, this study provides important implications for human resource management at the Department of Transportation of Jember Regency, emphasizing that efforts to improve employee performance should focus on strategies that foster higher work engagement, confidence in task execution (self-efficacy), and the development of organizational citizenship behavior. Consequently, increased motivation and active participation among employees can support the realization of more effective, professional, and performance-oriented public services.

Keywords: work engagement, self-efficacy, Organizational Citizenship Behavior (OCB), employee performance, Department of Transportation